

Skill Standard for

Leasing Professional

Critical Work Function	
COMPLIANCE	
<p><i>Key Activity 1.1</i> Conduct an internal assessment of product, price, people, and promotion</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Internal assessment reports indicate understanding of the purpose of an internal assessment and relevant principles (e.g., supply and demand) ➤ Internal assessment reports indicate the use of appropriate resources and tools ➤ Internal assessment reports indicate the use of appropriate strategies for gathering and analyzing data and drawing conclusions ➤ Internal reports indicate the use of appropriate technology
<p><i>Key Activity 1.2</i> Conduct an external assessment of competitive products, prices, people, and promotions</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ External assessment reports indicate understanding of the purpose of an external assessment and relevant principles (e.g., supply and demand) ➤ External assessment reports indicate the use of appropriate resources and tools ➤ External assessment reports indicate the use of appropriate strategies for gathering and analyzing data and drawing conclusions ➤ External reports indicate the use of appropriate technology
<p><i>Key Activity 1.3</i> Monitor internal and external market dynamics</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Marketing tools indicate understanding of factors that impact financial performance ➤ Marketing tools indicate the use of appropriate market data and strategies for its interpretation
<p><i>Key Activity 1.4</i> Compile a personalized and comprehensive community resource tool</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Resource tool(s) include floor plans, prices, availability and other appropriate information ➤ Resource tool(s) are effective and efficient ➤ Resource tool(s) are maintained on an ongoing basis to ensure accuracy ➤ Resource tool(s) indicate use of appropriate technology
<p><i>Key Activity 1.5</i> Network with representatives of competing organizations to improve business decision making</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Networking indicates the use of interpersonal communication and networking strategies ➤ Networking indicates understanding of confidentiality obligations ➤ Calendars indicate participation in networking opportunities (e.g., apartment association, events,



	attending open houses)
Critical Work Function	
OUTREACH MARKETING	
<i>Key Activity 2.1</i> Develop a marketing strategy based on identified strengths, weaknesses, opportunities, and threats	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Marketing strategy indicates understanding of strategic analysis and use of appropriate sources of data (e.g., SWOT, marketing surveys) ➤ Marketing strategy indicates use of appropriate marketing and industry terminology ➤ Marketing strategy includes an accurate understanding of the competition ➤ Marketing strategy indicates the use of appropriate technology and hardware
<i>Key Activity 2.2</i> Work to achieve marketing goals	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Activity logs indicate understanding of the marketing goals and strategies of the community ➤ Observation indicates commitment to goals ➤ Marketing strategies are consistent with available resources and budget
<i>Key Activity 2.3</i> Create a viable and effective action plan to achieve marketing goals	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Observation indicates knowledge of the surrounding area (e.g., preferred employers, current and targeted resident demographics, amenities, resources of the region, regional economic development plans and materials) ➤ Observation indicates effective networking with organizations in the region ➤ Activity logs indicate effective planning (e.g., use of marketing collateral, organization and documentation of marketing calls)
<i>Key Activity 2.4</i> Evaluate the marketing plan's effectiveness	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Periodic reports indicate understanding of marketing goals and strategies ➤ Observation and periodic reports indicate effective use of an appropriate prospect management system ➤ Periodic reports indicate understanding of statistical data related to site traffic trends, existing marketing campaigns and tools ➤ Periodic reports indicate the use of appropriate technology
<i>Key Activity 2.5</i> Refine the marketing strategy	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Marketing goals are consistent with ongoing analysis and trends ➤ Observation indicates effective brainstorming and testing of new strategies ➤ Marketing strategies are consistent with current goals and trends ➤ Marketing strategies are consistent with available resources and budget



Critical Work Function

SALES

<p><i>Key Activity 3.1</i> Inspect tour routes, vacant and leased homes, and common areas daily</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Work orders filed with the maintenance department indicate daily monitoring ➤ Work orders indicate understanding of curb appeal, company policy and procedure, community standards, and the importance of details
<p><i>Key Activity 3.2</i> Establish rapport with current and prospective residents</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Observation indicates effective knowledge of the product, confidentiality requirements, and Fair Housing regulations ➤ Observation indicates effective use of interpersonal communication (e.g., personal appearance and demeanor, techniques for gathering information, cultural competence, effective listening) ➤ Sales logs indicate effective use of documentation strategies
<p><i>Key Activity 3.3</i> Qualify prospective residents in accordance with rental policy</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Documentation indicates understanding of qualifying criteria, company policy, and relevant laws and regulations (e.g., Fair Credit Reporting Act (FCRA), Fair Employment and Housing Act (FEHA)) ➤ Documentation indicates use of appropriate sources of information (e.g., credit reports, criminal history, tax records) ➤ Documentation indicates appropriate communication ➤ Documentation indicates the use of appropriate technology
<p><i>Key Activity 3.4</i> Articulate how the company and product meet the needs of customers</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Observation indicates the use of appropriate demonstration techniques and product knowledge ➤ Observation indicates reference to known needs of the customer
<p><i>Key Activity 3.5</i> Evaluate customers' commitment level</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Observation indicates a request for feedback from the customer ➤ Observation indicates effective interpretation of customers' verbal and nonverbal cues ➤ Observation indicates recognition of typical buying signals
<p><i>Key Activity 3.6</i> Address customers' stalls and/or objections</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Observation indicates understanding of typical stalls and objections as well as the difference between stalls and objections ➤ Observation indicates the use of problem solving techniques and other strategies for overcoming



	<p>stalls and objections</p> <ul style="list-style-type: none"> ➤ Observation indicates appropriate empathy with customers
<p><i>Key Activity 3.7</i> Ask customers to hold an apartment</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Observation indicates appropriate timing and strategy in closing sales ➤ Observation indicates appropriate timing and strategy in managing rejection ➤ Documents and financial records indicate understanding of policies related to handling various forms of payment
<p><i>Key Activity 3.8</i> Discuss the next steps in the sales process to set customer expectations</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Documentation indicates understanding of company policy, process for preparing apartment for move-in, and follow-up activities ➤ Documentation indicates communication of a realistic and appropriate timeline for essential events and move-in ➤ Documentation indicates effective coordination of move-in resources, as well as essential forms and information packets
<p><i>Key Activity 3.9</i> Evaluate personal sales performance</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Documentation indicates measurement of closing ratios and/or conversion ratios ➤ Documentation indicates the use of feedback from prospects, company expectations, and experience with customers in evaluating personal performance ➤ Documentation includes appropriate goals for improvement and action plans ➤ Observation indicates implementation of appropriate change in sales strategy
Critical Work Function	
ADMINISTRATIVE AND LEGAL RESPONSIBILITIES	
<p><i>Key Activity 4.1</i> Apply fair housing law as it affects rental transactions</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Documentation of interaction with current and prospective residents indicates knowledge and consistent application of the law ➤ Observation of interaction with current and prospective residents indicates consistent application of the law
<p><i>Key Activity 4.2</i> Ensure potential residents' understanding of rental criteria</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Documentation indicates compliance with Fair Housing and consistent qualifying standards as well as company policy and procedure ➤ Observation indicates clear and consistent communication about qualifying standards, the rental process, and company policy and procedure



<p><i>Key Activity 4.3</i> Evaluate rental applications in accordance with established screening models</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Documentation indicates implementation of company credit screening policy and procedure ➤ Documentation indicates understanding and application of community standards and FCRA requirements ➤ Documentation indicates the use of established screening models ➤ Documentation and observation indicate appropriate communication of approval or denial decisions ➤ Documentation and observation indicate the use of appropriate hardware and software
<p><i>Key Activity 4.4</i> Prepare lease agreements in accordance with established policy and procedure</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Lease agreements comply with laws pertaining to the execution of contracts ➤ Lease agreements include essential components ➤ Lease agreements comply with standards and company policy and procedure ➤ Observation indicates clear and accurate communication about the components of lease agreements ➤ Lease agreements indicate the use of appropriate hardware and software
<p><i>Key Activity 4.5</i> Execute lease agreements appropriately</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Documentation indicates that appointments are made with customers for the execution of lease agreements ➤ Observation indicates understanding of the components of lease agreements and laws related to their execution ➤ Observation indicates clear and consistent communication with customers about lease agreements
<p><i>Key Activity 4.6</i> Report incidents, maintain documentation, and take corrective action in compliance with applicable law, regulation, and company policy</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Documentation and observation indicate recognition of potential liability exposure (e.g., risk events, privacy) ➤ Documentation indicates compliance with reporting requirements ➤ Documentation indicates cooperation with others as required to address exposure and resolve identified issues ➤ Documentation indicates clear and consistent communication related to the exposure ➤ Documentation indicates the use of appropriate hardware and software
<p><i>Key Activity 4.7</i> Maximize revenue and operational efficiency consistent with financial</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Documentation indicates compliance with company fiscal policy and procedure and recognition of the



goals	financial impact of actions <ul style="list-style-type: none"> ➤ Documentation and observation indicate commitment to community standards, personal and team goals, and financial expectations ➤ Observation indicates personal initiative in maximizing revenue and efficiency
Critical Work Function	
RESIDENT RETENTION	
<i>Key Activity 5.1</i> Offer personalized service to residents	Performance Indicators: <ul style="list-style-type: none"> ➤ Documentation indicates the ongoing assessment of resident concerns as well as an appropriate response ➤ Observation indicates appropriate customer service that complies with community standards and company policy and procedure ➤ Observation indicates that interpersonal verbal and nonverbal communication is accurate and appropriate, and accounts for cultural differences appropriately
<i>Key Activity 5.2</i> Interact with residents using empathy and warmth	Performance Indicators: <ul style="list-style-type: none"> ➤ Observation indicates appropriate customer service that complies with community standards and company policy and procedure ➤ Observation indicates that interpersonal verbal and nonverbal communication is accurate and appropriate, and accounts for cultural differences appropriately ➤ Activity logs indicate appropriate follow through on commitments to residents ➤ Observation indicates creation of “win-win” situations with residents
<i>Key Activity 5.3</i> Respond to issues that affect resident satisfaction	Performance Indicators: <ul style="list-style-type: none"> ➤ Observation indicates appropriate customer service that complies with community standards and company policy and procedure ➤ Activity logs indicate appropriate communication with the maintenance department and vendors as required to resolve residents’ concerns ➤ Activity logs and observation indicate the use of appropriate strategies for resolving conflict ➤ Observation indicates appropriate and empathic communication with residents
<i>Key Activity 5.4</i> Report service requests accurately and follow up as appropriate to ensure resident satisfaction	Performance Indicators: <ul style="list-style-type: none"> ➤ Activity logs and work orders indicate knowledge of company policy and procedure, community standards, and maintenance terminology ➤ Activity logs and work orders indicate follow through on service requests and commitments to residents
<i>Key Activity 5.5</i>	Performance Indicators:



<p>Create an ongoing sense of community</p>	<ul style="list-style-type: none"> ➤ Activity logs indicate promotion of amenities and activities that are meaningful to residents and increase interaction among residents ➤ Activity logs and observation indicate understanding of resources of the property and region, company policy (e.g., alcohol) and budget, and legal requirements ➤ Activity logs and observation indicate understanding of resident preferences ➤ Activity logs and observation indicate clear and effective communication with residents to promote an ongoing sense of community
<p><i>Key Activity 5.6</i> Maintain familiarity with lease renewal processes</p>	<p>Performance Indicators:</p> <ul style="list-style-type: none"> ➤ Documentation indicates compliance with company policy and procedure related to the renewal process ➤ Documentation indicates understanding of renewal options and market conditions ➤ Observation indicates clear and effective communication with residents about renewal

